

ISCEM

Instituto Superior de Comunicacao Empresarial

“Reputation Management” Course

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1. Course Objectives and Syllabus

How corporate reputation can be defined? What are its linkages with corporate performance? How can corporate reputation be lost and how can it be recovered? Does the top executives' personality count in shaping corporate reputation?

The course aims at providing students with both theoretical and practical insights on the management of corporate reputation. The course will address the proposed questions through mainly focusing on the following topics:

- Corporate Reputation: Theoretical Underpinnings
- The Role of Reputation within Corporate Strategy
- Defending Reputation
- Corporate Crisis and Turnaround
- Corporate Reputation and Performance
- The Personality Factor

2. Teaching Methods

Institutional lectures and case study presentations.

3. Evaluation

Written Exam (70%) – Group Works Presentations (30%).

4. Main References

- Abatecola G. (2009), "Bridging Adaptation Perspectives to Explore Corporate Crisis Determinants: Evidence from Fiat", *International Journal of Business and Economics*, 8(1): 163-184.
- Abatecola G., Mandarelli G., Poggese S. (2009), "The Personality Factor: How Boards Make Decisions. A Cross-Disciplinary Systematic Literature Review", paper presented at the *Journal of Management and Governance I International Conference*, Venice, October, 9th-10th.
- Davies G., Chun R., da Silva R., Roper S. (2003), *Corporate Reputation and Competitiveness*, Routledge, London (Chapters 2, 3, 5).
- Denis D.K., McConnell J.J. (2003), "International Corporate Governance", *ECGI Finance Working Paper*, n. 5.
- Ferrarini G., Giudici P. (2005), "Financial Scandals and the Role of Private Enforcement: The Parmalat Case", *ECGI Finance Working Paper*, n. 40.
- Hambrick D.C., Mason P. (1984), "Upper Echelons: The Organization as a Reflection of its Top Managers", *Academy of Management Review*, 9(2): 193-206.
- Kroll M.J., Toombs L.A., Wright P. (2000). "Napoleon's Tragic March Home from Moscow: Lessons in Hubris for Contemporary Executives", *Academy of Management Executive*, 14(1): 117-128.
- Lohrke F.T., Bedeian A.G., Palmer T.B. (2004), "The Role of Top Management Teams in Formulating and Implementing Turnaround Strategies: A Review and Research Agenda", *International Journal of Management Reviews*, 5-6(2): 63-90.
- Mellahi K., Wilkinson A. (2004), "Organizational Failure: A Critique of Recent Research and a Proposed Integrative Framework", *International Journal of Management Reviews*, 5-6(1): 21-41.
- Mitroff I. (2002), "Learning from Crises", *The Futurist*, September-October, 18-21.
- Sonnenfeld S. (1994), "Media-Policy. What Media-Policy?", *Harvard Business Review*, July-August: 18-32.

5. Course Scheduling

Month	Date	Time	Topic	References
July	1 st	6-10 pm	Corporate Reputation: Theoretical Underpinnings	Davies <i>et al.</i> (2003), Chapter 2, 3.
			Case study: Naturewise Apparel (class discussion)	Sonnenfeld (1994)
			Defending Reputation: Crisis Management	Davies <i>et al.</i> (2003), Chapter 5.
July	2 nd	6-10 pm	Corporate Crisis	Mellahi, Wilkinson (2004)
			Case study: The Fiat Experience (Class discussion)	Abatecola (2009)
			Corporate Turnaround	Lohrke <i>et al.</i> (2004)
July	3 rd	9-14 am	Group Works (Class preparation)	Mitroff (2002), Pre-reading
July	15 th	6-10 pm	Corporate Reputation and Corporate Governance	Denis, McConnell (2003)
			Financial Scandals: The Parmalat Case	Ferrarini, Giudici (2005)
July	16 th	6-10 pm	Corporate Reputation and Performance: The Personality Factor	Hambrick, Mason (1984), Abatecola <i>et al.</i> (2009)
			Case study: Napoleon's tragic march home from Moscow	Kroll <i>et al.</i> (2000)
			Class discussion	
July	17 th	9-14 pm	Group Works (Students' Presentations)	